MULTIMEDIA UNIVERSITY ®

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2019 / 2020

DMG 5114 – PRINCIPLES OF MANAGEMENT

(All Sections)

21 OCTOBER 2019
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **FIVE (5) pages** excluding the cover page.
2. Attempt **ALL** questions. The distribution of the marks for each question is given.
3. Write your answers in the Answer Booklet.

SECTION A: [40 MARKS]

Instructions: Answer the following questions. Choose **ONE** answer from the options given. Write your answers in the answer booklet.

1. _____ refers to the process of monitoring, comparing, and correcting work performance.
   A) Controlling
   B) Checking
   C) Measuring
   D) Verifying

2. Persons who are able to influence others and who possess managerial authority are termed _____.
   A) entrepreneurs
   B) leaders
   C) subordinates
   D) visionaries

3. Organizational change can best be defined as _____.
   A) the activity of rethinking the organization's target markets
   B) innovation that affects employees and the management only
   C) a "cleaning house" of the top executives
   D) any alteration of people, structure, or technology.

4. Which one of the following management responsibilities determines if organizational goals are being achieved?
   A) designing the organization's structure
   B) motivating employees
   C) formulating business strategy
   D) measuring firm performance

5. In organizations, people who act as catalysts and assume the responsibility for managing the change process are called _____.
   A) change masters
   B) change agents
   C) change activists
   D) change generators

6. Trait theory ignores _____.
   A) physical traits of leaders
   B) the aspects of honesty and integrity
   C) the interactions of leaders and their group members as well as situational factors
   D) the fact that leaders should be able to create visions and solve problems

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7. Sometimes the French fries are rather pale, other times they are golden, sometimes they are quite dark. Anna cooks them according to how much time she has available between customers. The difference in appearance can be caused by _____.
A) customer demand
B) the fact that there is no performance standard
C) differences in the potatoes
D) emphasis of quantity over quality

8. Sam, a human resources manager, wants to let potential candidates know about the minimum qualifications that they should possess in order to successfully perform the jobs they have applied for. What should he do?
A) He should create a job description.
B) He should create a job specification.
C) He should perform a job analysis.
D) He should perform a job satisfaction survey.

9. Organizations need change because _____.
A) the future is predictable
B) the environment is stable
C) external and internal factors create the forces for change
D) employees get bored with the status quo

10. The first step in the control process is _____.
A) setting the desired standards
B) measuring actual performance
C) comparing performance against expectations
D) enforcing managerial control

11. Andrew prefers to get his performance data in the form of charts and graphs. Andrew prefers _____.
A) personal observations
B) statistical reports
C) oral reports
D) written reports

12. Which of the following steps in the human resource management process identifies and selects competent employees?
A) orientation and training
B) human resource planning and recruitment
C) compensation and benefits
D) planning and performance management

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13. The technology change in the manufacturing process of New Ideas, Inc.'s products to make the process more efficient is the result of a competitor lowering its price. Therefore, it was a(n) _____.
A) external force of change
B) internal force of change
C) marketplace force of change
D) economic force of change

14. Which one of the following sources provides information which is comprehensive, formal, and easy to file and retrieve?
A) oral reports
B) personal observations
C) online reports
D) written reports

15. Which one of the following describes the leadership style in which a leader tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation?
A) authoritarian style
B) autocratic style
C) democratic style
D) laissez-faire style

16. In working with his employees, Carlos involves them in decision making and encourages them to participate in deciding their work methods and goals. Carlos's leadership style can best be described as _____.
A) autocratic
B) laissez-faire
C) democratic
D) disruptive

17. The plant superintendent wants to know the value of products per man hour. She is concerned with _____.
A) costs
B) waste
C) productivity
D) profits

18. The first phase of the human resource management process involves _____.
A) human resource planning, compensation, and benefits
B) human resource planning, selection, and performance management
C) human resource planning, recruitment and decruitment, and selection
D) human resource planning, recruitment and decruitment, and orientation

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19. Susan has a reputation of being fair, helpful, and understanding. She even helped her subordinate overcome a personal crisis. Which one of the following dimensions of leadership is Susan displaying here?
A) consideration
B) initiating structure
C) objective orientation
D) task orientation

20. An assessment that defines jobs and the behaviours necessary to perform them is known as a _____.
A) job description
B) job specification
C) job preview
D) job analysis

SECTION B: [60 MARKS]

QUESTION 1

a. Anita is a Facilities and Maintenance Manager and DigiTech Ptd. Ltd. Lately the employees have been complaining that the quality of water from most of the water filters on the company premise are dirty. This problem has not been resolved even after she has called the contractor to clean the filters. Anita has to decide whether she ought to hire a new contractor to supply new water filters or get the current contractor to come again. Describe the **EIGHT (8)** steps of decision making that Anita has to go through. (16 marks)

b. State **FOUR (4)** basic guidelines that managers can use in order to make effective decisions. (4 marks)

QUESTION 2

a. Briefly state **FIVE (5)** purposes of organising. (5 marks)

b.
i. As the new Chief Executive Officer (CEO) of the company, Mr. Lee has to divide his company into different departments. Briefly describe the **FIVE (5)** forms of departmentalisation that can be considered by Mr. Lee. (10 marks)
ii. Briefly state **ONE (1)** advantage for **EACH** form of departmentalisation. (5 marks)

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QUESTION 3

a. Most of the employees at Wan Seng Kopitiam are made up from contingent workers and low skills/minimum wage workers. Briefly explain what the management can do to motivate:
   i. Contingent workers
   ii. Low skilled/minimum wage workers (10 marks)

b. Briefly state and explain the **FIVE (5)** dimensions of Maslow's Hierarchy of Needs. (10 marks)

End of Paper.